S E C R E T

DDA-1376-89
15 August 1989

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Inspector General
General Counsel
Comptroller

FROM: Royal E. Elmendorf
Acting Deputy Director for Administration

SUBJECT: Reducing Transactional Costs

1.  Attached for your information and review is the fourth report from the Directorate of Administration's Transactional Cost Task Force.  Over the course of the past 15 months the Task Force examined and took action, if appropriate, on 69 issues which you originally submitted.  In addition, they examined 44 delegations of authority and assessed the effect of pushing responsibility to a lower level.  A total of 18 redelegations resulted from this examination and an additional six are under review.

2.  This report contains a "highlights" section (Attachment A) which outlines the more significant accomplishments of the Task Force and a separate report on the four issues which were not covered in the three previous reports (Attachment B).

3.  I have received positive comments from offices throughout the Agency applauding the efforts and effects of the Transactional Cost Task Force.  The strength of this feedback has prompted my decision to keep the Task Force intact long enough to look at any additional issues which we may have missed during this past year's review.  If there are any additional areas of concern where you believe excessive time, paperwork, or coordination is required to obtain goods or services from the Directorate of Administration, please advise me and I will have them examined by the Task Force. To assist in your review, I am providing a complete listing of issues and delegations of authority (Attachment C) which have already been addressed.

4.  I would appreciate a response by 30 September 1989.

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Royal E. Elmendorf

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SUBJECT:  Reducing Transactional Costs


ORIG:EXA/DDA [                    ]                                      STAT

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# HIGHLIGHTS

During the past 15 months the Directorate of Administration's Transactional Cost Task Force examined 69 specific issues submitted from independent offices and the four Directorates, examined 44 delegations of authority to assess whether they should be redelegated to a lower level and conducted a thorough examination of the legal and technical barriers that preclude the use of electronic approval processes. Provided below are "highlights" of actions taken by the Task Force.

° Increased threshold amount at which the Agency Contract Review Board is required to take action to $1 million. Estimates based on past cases are that 1,300 man-hours will be saved each year, half of which would be performed by senior managers.

° The review of 44 delegations of authority resulted in 18 redelegations to the Office of Logistics.

° A thorough and complete update of the functional directory contained within the Agency telephone book will be published in September 1989.

° Office Imprest Fund expenditures limitation was increased from $1,000 to $2,500.

**25X1**
° Streamlining of the Automated Data Processing procurement process included a revision of _____ and resulted in reducing approval signatures from 13 to 5.

° PAR call-up procedures were revised to include PAR's due at the end of the employee's three year probationary period.

° Automation of the registration process for internal training will enable the Office of Training and Education to reduce processing time from what was measured in weeks to days.

° The certification of advances and expenditures for external training is now being done by component B&F officers thereby significantly reducing processing time for these transactions.

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DDA 89-0289
27 March 1989

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MEMORANDUM FOR:    Executive Director
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Inspector General
General Counsel
Comptroller

FROM:    R. M. Huffstutler
Deputy Director for Administration

SUBJECT:    Reducing Transactional Costs


Attached for your information and review is the third interim report from

the Directorate of Administration's Transactional Costs Task Force.  The task

force has now examined and has taken action on 65 of the 69 issues you

submitted.  As you will note, we have again made modifications to procedures

in several areas and have plans to do the same in some others.  There are also

issues/areas which, after examination, do not lend themselves well to change

in procedures at this time.  If you have any questions about this report,

please give my Executive Assistant,                    call.      STAT

R. M. Huffstutler

Attachment:
As stated

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ADMINISTRATIVE - INTERNAL USE ONLY

5 March 1989

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MEMORANDUM FOR: [                    ]

FROM:           Lee S. Strickland
                Chief, Management Services Division/OIT

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SUBJECT:        Transactional Cost Report: [          ]

ISSUE:

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    Streamline ADP procurement process; revise [     ] as appropriate.

ACTION/STATUS:

    Completed subject to the approvals of the Directors of Information Technology, Security, and Logistics.

    We note upfront that simplification is not easy since the process is complex in that many tasks must necessarily be performed. Experience has shown that IT procurements include many variables and require coordinated, advance planning on issues such as technical analysis, facilities engineering requirements, security review, compliance with CIA IT standards, economic analysis as required by law, procurement action, installation, and maintenance services.

    In the past, the process for IT procurement was arcane and understood fully only by a few. Much time was lost on rerouting requests, covering required bases out of sequence, and correcting for planning undone. Most important, the average customer didn't know where to start and there was no road map or guide.

    What we have done is simplify the process, provide a road map, and identify specific guides to help the customer. While we have revised

STAT [          ] it is and must remain a policy and authorities document. To truly help our customers we have drafted a comprehensive HN which explains the complexity of the process, mandates upfront planning (and recording that planning on an "acquisition plan"), identifies focal point officers in OL, OS, and OIT to help the customer in that planning, provides a single point of receipt in OIT for a completed Form 88, and makes that office responsible for all required action including

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procurement and, where applicable, installation, consulting, and maintenance.

While there could be some complaint about the creation of a required "acquisition plan", it incorporates the previous "security plan" and insures that absolutely required questions are asked and answered before equipment is procured and critical problems surfaced. In our view, it is serious mismanagement to fail to address power, air conditioning, ports on the mainframe, and similar issues BEFORE procurment. This type of directed planning would have prevented many IT horror stories.

We have also implemented an on-line CMS system (OITEQUIP) which provides detailed procurement guidance and electronic forms for procuring IT equipment (via Form 88) and for requesting installation/connectivity (via Form 4340) for such equipment. These systems have been specifically tailored to facilitate the procurement of OIT-supported equipment. In many instances, a requestor can order a custom-designed ITC workstation with very few line entries which are themselves prompted by the system.

Consistent with DDA 88-1178 and OIT-0822-88, our new HN also names the Chief, Management Services Division/OIT, as the Agency focal point for ADP acquisitions. Note, that at present, this officer would be responsible for unresolved customer questions, issues and problems involving any aspect of IT procurments; he would insure that the system worked for each customer.

Lee S. Strickland

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SCHEDULE


OFFICE OF INFORMATION TECHNOLOGY (OIT)
SUPPORTED EQUIPMENT
AS OF
31 MARCH 1989


| Type | Model |
|------|-------|
| CHROMATICS | 7900 |
| COMPAQ PC | II |
| COMPAQ PC | PLUS |
| COMPAQ PC | 286 |
| COMPAQ PC | III |
| DATA ROYAL | 5000T |
| DATA ROYAL | 5321 |
| DELTA DATA | 4000 |
| DELTA DATA | 5260 |
| DELTA DATA | 5260T |
| DELTA DATA | 7260T |
| DELTA DATA | 7265T |
| DELTA DATA | 7268T |
| DELTA DATA | 8260T |
| DELTA DATA | 8260AT |
| DESIGN 100 | 100 |
| EPSON PRINTER | FX-80 |
| EPSON PRINTER | FX-80+ |
| EPSON PRINTER | FX-85 |
| EPSON PRINTER | FX-85T |
| EPSON PRINTER | FX-86 |
| GILTRONIX SWITCHBOX | 5220 |
| HETRA PRINTER | 2780 |
| HETRA PRINTER | 3780 |
| HEWLETT PACKARD PLOTTER | 7475 |
| IBM PAGEPRINTER | 3812 |
| IBM PROPRINTER | 4201 |
| IBM TPC 4 | 4459A |
| IBM TPC 5 | 4460 |
| IBM PC | 5150 |
| IBM MONOCHROME DISPLAY | 5150 |

| | |
|---|---|
| IBM COLOR DISPLAY | 5153 |
| IBM ENHANCED COLOR DISPLAY | 5154 |
| IBM PC XT | 5160 |
| IBM PC AT | 5170 |
| IBM 3270 COLOR DISPLAY | 5272 |
| IBM 3270 AT | 5273 |
| IBM COLOR PLOTTER | 7372 |
| | |
| ITC WORKSTATION | 301 |
| ITC WORKSTATION | 301-Z |
| | |
| RAMTEK | (ALL) |
| | |
| TEKTRONIX | (ALL) |
| | |
| TEXAS INSTRUMENTS (TI) PRINTER | 733 |
| | |
| UNIVATION | DUAL 10MB |
| | |
| VERSITRON (NON-TEMPEST) | R42M |
| VERSITRON (TEMPEST) | DSA111 |
| | |
| WANG | (ALL) |
| | |
| XEROX LASER PRINTER | 2700 |
| XEROX LASER PRINTER | 2700T |

## INFORMATION TECHNOLOGY (IT) ACQUISITION PLAN

This acquisition plan has been developed by the Offices of
Information Technology, Security, and Logistics to assist Agency
customers in the successful procurement and installation of
requested IT equipment. It should be completed in consultation
with the officers specified in [          ], copy attached, and
must accompany any completed and approved Form 88.

If there should be any unresolved questions, issues or
problems, please contact Chief, Management Services Division/OIT
who serves as the Agency focal point for IT procurements.
Correspondence should be directed to C/MSD/OIT, [          ]
[          ]

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### I.  General Information

1.  Component:

2.  IT Management Officer or
    PC/LAN System Administrator:

3.  Hardware Description:
    (Please include manufacturer,
     item type, model, and
     TEMPEST indicator)

    (a) FOR OIT supported equipment

            CLIN:

    (b) FOR non-OIT supported equipment

            CPU:

        Display:

    Storage media:

Expansion Boards:

        Modem:

Printer:

Plotter:

4. Software Description

Operating
Software:

Applications
Software:

5. System Location:

6. System Configuration:

7. Primary purpose or application:

## II. Security Considerations

8. Classification of processed data:

9. Category and clearances of intended users:

10. Site Environment:
(open room, VTR, etc.,
also include TEMPEST zone number)

11. Equipment/data security controls:

12. Purchase Sterility Code:

## III. Facilities Engineering Considerations

13. Total power requirements of equipment (in amperes):

14.  Amperage of available power source; whether circuit is
     dedicated or shared; if shared, total power consumption
     of all items on circuit:

15.  Additional utilities required (Will heat generation
     necessitate additional air conditioning, will changes
     in lighting be required, etc.)

16.  Briefly describe modification of structure housing
     equipment, including conduit runs, if required.

### IV.  Information Technology Considerations

17.  If equipment is not recommended/supported by OIT, please
     state reason for particular selection.

18.  Will Form 4340, Request for Data/Voice Service, (used
     to request OIT installation of equipment) be required?
     If not, how will installation be provided?

19.  How will maintenance be provided?

20.  Will equipment be connected to the Agency IT network?
     If yes, are lines, ports, and/or controllers presently
     available?  If yes, describe current voice and data
     equipment.

21.  If equipment is to be used in stand alone mode, what
     hardware or software modifications would be required
     to connect it to the Agency IT network?  (Please note
     that the Information Systems Board presumes that all
     IT equipment will be connected eventually to the network.)

22.  Data backup procedures:

23.  Data archive policy:

                                    _____
                                    Component Technical Officer

APPROVED by Authorized Representatives:


_____   _____
Office of Information Technology     Date


_____   _____
Office of Security         Date


_____   _____
Office of Logistics         Date



Attachment:
  Annotated facilities blueprint

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